

Lucio Gomiero

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| | Italian, born in Treviso, OMISSIS Permanent address : OMISSIS Mob. OMISSIS Email: OMISSIS |
| | Education - Classic High School (Treviso, 1982) - Degree in Engineering (Padova University, aa 1988-89) - One term at Brighton University (2 Courses in Artificial Intelligence), 1988 - Collegio Universitario di Merito , Don Mazza , Padova, 1982-1988 - MBA cum laude (14 months Ftime, Business School Politecnico MI, 1994) - Insead, Esade, RB seminars - Languages: fluent English and basic French |

CV Summary

In a nutshell, I built a proven professional track record managing **innovation, integration and transformation**, with P&L responsibilities and/or leading global Functions and Projects, as CEO, MD and Board member.

More extensively, I developed my professional life both in **companies and consultancies**, building up a deep knowledge in **Consumer Products** and **Retail** (food and no-food) , with good acquaintance also in Services (Multiutility, Fairs, Airports) and in Raw Materials& Sustainability; recent relevant experiences also in **Fashion/Apparel, Tourism, Food&Wine**, Luxury.

My consolidated **expertise** mainly encompasses Strategy, Business Planning, International Development, Organization&HR, M&A **with PE Funds** and Post Merger Integration , Retail Operations, e-business, Implementation of large transformation ("*from Strategy to Implementation*")

Wide experience in **family companies**, also as CEO/Managing Director or independent BoD member/Advisor of family committees. Entrepreneurial spirit, resilient, **team building capability**, ability to identify and develop **innovation and change** are my attitudes I leverage on, together with quick learning diverse business environment and contexts, like all curious persons.

Ferrero International, Benetton, Regione FriuliVG, Arthur D. Little, Group SME-Ires, Roland Berger-Strategy Consultants, Assicurazioni Generali, Magneti Marelli (Fiat) are my main **Employers**. Ferrero, Sartorello, Archiutti, Caovilla, Fiorotto, Colaiacovo, Benetton, Roncato are the main Italian **families** I have been working with.

Professional Experience

2022 - ongoing: Board Member, Consultant&Advisor, Teacher Luxembourg-Italy

Consulting & Advisory : Partner of Strategy Innovation (FMCG, Tourism, Luxury, Digital, Family Business); Advisor and mentor of LVenture-CDP-VeniSIA Accelerator (Tourism & Sustainability)

Teaching activities : Adjunct Professor at Ca' Foscari University Venice (Strategy & Business Planning, from 2021/22) and University of Trieste (Retail & Distribution, from 2022) , **Istituto Marangoni Paris** (Luxury Goods and Services, from 2024)

Fondazione San Daniele del Friuli: Chairman

2018 - 2022, Chief Executive Officer in Regione Autonoma Friuli Venezia Giulia-FVG, Trieste

A) **GRUPPO PromoTurismoFVG CEO & MD** (Legale Rappresent. e Direttore Generale); not BoD in place
3 Years mandate (sept 2018- sept 2021) for Tourism and Food&Wine for Friuli Venezia Giulia Region (FVG).
In 2019 FVG exceeded 9 mln Tourists for the first time in its life since 1963 and in 2021 reached a record in Export of wines.

I took full Responsibility of Strategy, Development, Marketing and also Operations Management at 6 ski areas and 2 main beach areas (Lignano Sabbiadoro and Grado); total employees about 700, including seasonal ones

With my team we deployed a strategy mainly based on promoting the strong local brands (like Trieste, San Daniele Ham, Barcolana Regatta, ..), strengthening the local networks (from 200 to 400 companies in "Strada del Vino e dei Sapori", 22 Marinas, etc), communicating also through Food&Wine events in selected countries (DACH in continuity, North EU, UK and Japan), starting a large impact project "*FVG-Digital destination*".
FVG was one the top Region in recovering from Covid lockdown and appointed as the most creative in Tourism

Group perimeter and roles :

- PromoTurismoFVG - Ente Pubblico Economico (CEO&MD)
- GIT, Grado Impianti Turistici SpA (role: Shareholders' Assembly Delegate)
- TermeFVG srl
- Lignano Sabbiadoro Gestioni SpA (Board Member)
- Food&Wine new Regional Board (Coordinator)
- EYOF 2023 EU Youth Olympics - Organization Board (Member)
- ART x 17 SDGs : project with top international Artists (PM)
- Tourism Board of Trieste, Lignano S, Grado for "tassa di soggiorno" (Coordinator)

www.turismofvg.it , www.promoturismofvg.it

B) **UDINE GORIZIA FIERE SpA , site with 10 large buildings**

CEO (Amministratore Unico) , 3 Years mandate (Jul 2019- June 2022)

Managing a small team, I designed and started a deep transformation toward a "*Multifunction Campus*":

- innovating "Home System " fair and Re-launching Convention and meeting centre (continuity)
- signing a partnership and renovating for a new "*Entertainment Arena-Theatre*" in Winter
- establishing the first and the largest Covid19 Vaccine Centre of the FVG Region
- investing funds that were "on hold" since 10 years
- selling a 50% shares of a company , not in core strategic business
- reporting a small profit in 2020 after many years of losses

2016- 2018: Gruppo Benetton

Treviso-Milan

Fashion Business ; turnover 1,5 bln eu; nearly 8.000 employees; > 4000 Stores

Chief Business Transformation Officer, in charge of overall General Management with CEO and of the following Departments: Strategy&Transformation PMO, including Digital , HR&Organization, Marketing (Licensing, CI, Trade Operations), Indirect Procurement, Product Planning/Master Calendar. Also direct Supervision of Sisley Division

2008-2016: Gruppo Ferrero, Ferrero International SA and Ferrero Trading Lux SA

Luxembourg

Leading Chocolate Confectionery player; turnover in excess of 10 bln eu; > 33.000 employees

2014-2016: Managing Director of Hazelnut Business Company (HCo)

Lux./Istanbul

I led the start-up and the integration, toward "*one value chain company*", of 10 legal entities and 2 divisions, operating in more than 12 countries, with 8 processing Plants, 6 Agri-Farms, 4 B2B commercial Units, about 3000 people and nearly hundred clients.

Responsible for P&L (Turnover > 1 bn eu), during the start-up phase, I established a **committing team** to boost worldwide outgrowing programs, to start-up a new Agri-Farm (Serbia), accelerate innovation and research (we launched a Global University Award), reshape (in Turkey) and enhance (in Chile) the industrial footprint,

take advantage of Expo Milan as communication platform, boost sustainability farming programs (Georgia, Turkey), integrate the Turkish Oltan Group acquired in 2014 (Ferrero's largest acquisition) and Stelliferi in '12.
- Chairman or Board Member of HCo legal entities in Italy, Turkey, Chile, etc.

- In last months in charge of Raw Materials Division: Sugar, Palm Oil, Flour, Flavors&Col, Gum, Tea, Coffee, Cherries, Eggs.. Procurement, Supplies Tech&Quality, Improvement, Business Development, Integration of Gum Company , the 3' Ferrero acquisition.

2011-2014: Global Organization and Business Improvement VP; Luxembourg/ Monaco
-BoD member of Ferrero Trading Lux SA (the Group "Operating Holding"), (2012-'15)

My responsibility was strengthened to **lead or co-lead Group business transformations** and performance improvements, with an enhanced team, sharing periodically the whole program with CEO and Executives
Our **main achievements** were: start-up of Food Service Division; redesigned Europe Supply Chain; aligned EU product range; revised Group G&A approach and reduction; restructuring Italian market and supply; set-up new strategic 5y Group Plan; program management for Boost China and Reshape India; established "Legal, Supply & Admin Centralization" processes; defined and implemented the model for Media/Digital Innovation; managed Stelliferi post acquisition (1st acquisition for Ferrero); value creation study for a potential acquisition.
From 2008 to 2013, the Group almost doubled the Operating Profit, boosting Sales nearly by one third.

- working side-by-side with the Group Strategy Function, reporting to CEO ('12-14)
- also **BoD member** of Ferrero Trading Lux SA (the Group "Operating Holding"), appointed in 2012

Jan 2008-2011: Senior Director, in charge of Global Organization. Lux./Alba/Monaco

Responsible from "**Organization Strategy to Organization Implementation**", I developed a multifunctional and multicultural strong team, based in the headquarters and key countries (F, D, China, ..), working close to the Owners and the Top Managers. In that period:

> we designed and implemented **global impact projects** (Area Marketing, Group Finance Set-up, Integrated Supply Chain, new Production Plant model-Product based, Quality Processes, Raw Materials benchm., etc)
> we created the Packaging Unit, the Kinder Surprise Company, the market & consumer SPE Unit
> at **country level**, we took care of the local implementation (eg. Plant Model, Marketing) and developed local projects in: Sales/RTM organization, Trade Marketing, Staff Functions sizing
> we applied within the Group **innovative approaches** (ZBB, Right Sizing, cost reduction in General Expenses, "Sustainable Change Approach", etc.)

- also Head of Group Transformation Program, established after the sad event in April 2011
- added responsibility of HR information SAP systems and processes (2011-13)

2002 – 2007

Gruppo SME-Ires; No-food Retailer, multi-specialized Stores (>10.000sqm), since 1967 family owned

CEO/General Manager and Chairman of all BoD Store Companies (2002-2005); non Exec. BoD member from'16
Banners: SME, Bergamin, B2Bires (on line); Italy

As **P&L Responsible** (about 400 mln eu sales, 1000 people), I contributed significantly to yearly improvement of sales, profit and working capital (best in class among peers) and as **Responsible of the governance**, I prepared the transition of the leadership to the **second generation**.

> in the competitive arena, we acquired and integrated a retail competitor (Bergamin, 8 stores); established a successful start-up in B2B e-comm. (45 mln eu, >3000 clients in all Italian Regions, profitable in 3y); created a independent Buying Group at national level (Elite); started-up a Joint Venture in b2C e-commerce.
> internally, we reviewed the Group organization; implemented Budgeting and Controlling process; deployed a wide HR development & training plan; built a new central logistic platform (25.000 sqm).

2001 – 2007

Arthur D. Little, Management Consultants; *the first Consulting Firm, since 1886*

2001-2003, Head of Consumer Products & Pharma Practice; Milan

Projects mainly in Strategy, Organization and Business Integration for Groups like Campari, Sigma-Tau, Fidia-Solmag, ACI-Strade Blu, Sara Assicurazioni, Pierrel, Rizzoli Ortopedie and Regions like: Veneto, Lombardia and Emilia Romagna (Companies' Mergers)

2004 – 2007, Director in charge of Strategy&Organization Unit; Milan

P&L unit accountable, I created a strong and skilled team, focused on strategy&business planning, business due-diligence, organization design, PM Integration, company valuation.

> We developed projects in **industries** such as: fashion/luxury, sport, pharma, durables and retailing; for nation-wide **multi-client** initiatives (eg. Electric and Electronic producers&retailers, ANIEE; TNT Logistics); for **Brands like** : Moncler, Henry Cottons, EMU, Trudy, Novation/TCX and **Retailing Banners** like MediaMarkt, UniEuro, Isola Verde, Swarovski.

> We established long-term relationships with clients, like **Family Companies** (ie. Goldlake and Sirci, Merloni, Sigma-Tau, Tessitura Monti, Open Care) and **Private Equity Funds** (ie. LVMH Capital, 3i, Aksia, Quadrivio, Priv. Equity Partners)

1994 - 2000

Roland Berger, Strategy Consultants, the largest European origin Consulting Firm

Senior Engag. Manager, since 1998 Head of Cons. Goods & Retail Practice (Sales& Marketing) Milan; Lisbon, Munich, London on projects' base

As Engagement Project Manager, I developed **FMCG and Durables Goods** projects:

> in several topics: Category Management, Efficient Promotions, Consumer Direct , Marketing Planning, Organization, Retail Processes, Logistic, IT

> in categories like detergents, sauces, wines, nutraceuticals, energy drinks, electronics, etc.,

> for Retailers (eg. Coop, Selex, Interdis, PAM, Safeway, Messagerie Libri, online Retailers), Manufacturers (eg. Benckiser, Taisho, Pioneer, Boehringer) and Service Providers (eg. Datalogic)

> for Associations (ECR Europe, ECR Italy): multi-client projects to implement the CategoryMan. model

Strategy projects also in the telecommunication, energy and airport industries, in the first years.

1991 – 1993, Assicurazioni Generali, Italian Headquarter, Mogliano V.to (TV)

System Engineer at Group IT/new Technologies and Organization Department.

1989 – 1990, Magneti Marelli (Fiat) - Digital Equipment Corporation, Milan

Organization Analyst, and Process Engineer in Magneti Marelli R&D, Quality and Engineering Functions
Also Project Manager at STAM, Ponzano Veneto (Machinery, 6 months)

Others past working Experiences

- **Adjunct Professor:** Ca' Foscari University, 2006-2008, "Economia dei Settori Industriali e delle Aziende"

- Member of the Venice University **Innovation Board**, since 2012-17

- Independent **BoD member** of Veneta Cucine SpA (Archiutti family, 2003-'13)

- Independent **BoD member** of Holding Gruppo SME (Sartorello family, from 2006-2018)

- **Air Officer** during the military service in an operative airport, head of all ground services

- Co-founder of "**Italia 10voltemeglio**", startup of an independent political party, listed at parliamentary election 4 march '18 (Oct '17-Apr '18)

- **Co-founder/advisor/board member** of start-up companies: BtoC e-commerce (misterprice.it, now e-price.it; 2000); experience gifts (Emozione3.it, '06), innovative water cleaning (wowwaters.eu, '13), education (Impactscool.it - Treccani, '16,), retail technologies (checkoutechnologies.it, '17), Business Consulting to small Companies, mainly in wine business (Nestar Iniziative srl , 2003-'09)

Personal Interests

- **Guest speaker** at events like Biennale Innovazione-SIF (Venice), World Farmers Organization (MI-Expo, 2015), Brandy and Business Schools like CUOA Vicenza, MIP Milano, MIB Trieste, Challenge School Venice.

- **Articles and TV Interviews:** recently many for tourism, food & wine and fairs; in the past: Turkish Economist, Mark-Up, Sole 24 ore, mainly in retailing business, e-commerce, new trends.

- www.SaveUkraineArt2022 project, to safeguard art during war period

- **Sports:** running (many half marathons; 1 full marathon) and skiing; past soccer player for long time *even two Team Marathon with my 3 children in 2017 Luxembourg and 2021: unforgettable.*